

## Director Education Opportunities – Updated January 2026

Date(s) Offered	Location	Organization	Program Title and Website	Topics
January 15 - 16, 2026 March 23 - 24, 2026	Palm Beach, FL Napa, CA	PwC– Corporate Insights Center	<a href="#">Corporate Directors Exchange</a>	<ul style="list-style-type: none"> <li>Engage in small group discussions with peers and listen to distinguished industry leaders in an interactive program to explore the latest business and governance perspectives</li> </ul>
<u>January 2026 Modules 1, 2, &amp; 3:</u> January 19 - 22, 2026 April 13 - 16, 2026 June 8 - 10, 2026  <u>April 2026 Modules 1, 2, &amp; 3:</u> April 20 - 23, 2026 June 22 - 25, 2026 November 9 - 11, 2026  <u>June 2026 Modules 1, 2, &amp; 3:</u> June 8 - 11, 2026 September 28 – October 1, 2026 December 7 - 9, 2026	Fontainebleau, France Fontainebleau, France Fontainebleau, France & Singapore	INSEAD– Executive Education	<a href="#">International Directors Programme</a>	<ul style="list-style-type: none"> <li>Board fundamentals: Responsibility, effectiveness, decision making, and strategy</li> <li>Board dynamics, efficiency, and the role of committees</li> <li>Director and board development</li> </ul>

# GIBSON DUNN

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<u>June 2026</u> <b>Modules 1, 2, &amp; 3:</b> June 10 - 13, 2026 September 21 - 24, 2026 November 16 - 18, 2026	Fontainebleau, France			
<u>June 2026</u> <b>Modules 1, 2, &amp; 3:</b> June 15 - 18, 2026 October 5 - 8, 2026 December 10 - 12, 2026	Singapore			
February 2 - 5, 2026	Philadelphia, PA	The Wharton School of the University of Pennsylvania—Executive Education	<a href="#">Leading Organizational Change Executive Program</a>	<ul style="list-style-type: none"> <li>Emotional intelligence</li> <li>Stakeholder analysis</li> <li>How to design successful change</li> <li>How to target change</li> <li>Change processes</li> </ul>
February 3 - 4, 2026	Philadelphia, PA	The Wharton School of the University of Pennsylvania—Executive Education	<a href="#">Boards That Lead: Corporate Governance That Builds Value</a>	<ul style="list-style-type: none"> <li>The new role of the board</li> <li>CEO and director selection</li> <li>Design effective boards</li> <li>How to succeed in the boardroom</li> <li>Board principles</li> </ul>

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February 9 - 13, 2026	Singapore	INSEAD—Executive Education	<a href="#">M&amp;As and Corporate Strategy</a>	<ul style="list-style-type: none"> <li>• Evaluate your business portfolio and determine the appropriate businesses to acquire, restructure or divest</li> <li>• Select acquisition targets that fill your capability gaps and fit with your corporate strategy</li> <li>• Evaluate acquisition opportunities by quantifying the value of the acquisition targets</li> <li>• Understand and choose different integration approaches for different acquisition targets</li> </ul>
May 18 - 22, 2026	Fontainebleau, France			
February 17, 2026	Dallas, TX	Texas A&M University School of Law	<a href="#">2nd Annual Corporate Law Symposium</a>	<ul style="list-style-type: none"> <li>• Governance in a time of reduced regulation</li> <li>• Re-incorporation of companies from Delaware to Texas and elsewhere</li> <li>• Shareholder engagement and proxy advisers</li> <li>• Growth of the Texas Business Court</li> </ul>
February 23, 2026	Virtual	Silicon Valley Directors' Exchange	<a href="#">Behind Closed Doors: The CEO-Board Dynamic</a>	<ul style="list-style-type: none"> <li>• CEO succession planning</li> <li>• How to partner effectively with the CEO</li> <li>• How to enhance alignment between the management and the board</li> </ul>
February 23, 2026	Virtual & In-Person (New York, NY)	Practising Law Institute	<a href="#">Corporate Governance – A Master Class 2026</a>	<ul style="list-style-type: none"> <li>• Audit committee priorities for 2026</li> <li>• Nominating and governance committee challenges from the evolving regulatory framework, and emerging tech</li> <li>• Board oversight and AI management</li> <li>• Proxy season update</li> <li>• Compensation committees: What's next?</li> </ul>
February 23 - March 29, 2026	Virtual	International Institute for Management Development	<a href="#">Mastering Board Governance</a>	<ul style="list-style-type: none"> <li>• Gain a solid understanding of how governance drives organizational performance</li> <li>• Expand your knowledge of the role and responsibilities of a board and all other governance participants and stakeholders</li> <li>• Know how to identify and assess the four underlying pillars of board effectiveness using a concrete framework</li> <li>• Learn how to proactively identify governance risks and mitigate them effectively</li> <li>• Explore core areas of board work such as strategy, risks, stakeholders, M&amp;A, succession, ESG and stewardship</li> </ul>
May 18 - June 21, 2026	Virtual			
October 26 - November 29, 2026	Virtual			

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
February 23 - 26, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">High Performance Boards</a>	<ul style="list-style-type: none"> <li>Optimize board performance by identifying the best practices and gaining the tools to implement them to maximize board effectiveness</li> <li>Foster a positive board culture by cultivating a constructive and collaborative board environment for enhanced governance</li> <li>Ensure seamless succession by strategically planning and managing leadership transitions for long-term success</li> <li>Manage risks, opportunities and crises by evaluating risks and opportunities, and master crisis management techniques</li> <li>Elevate your board's strategic capacity</li> </ul>
May 4 - 7, 2026	Lausanne, Switzerland			
June 15 - 18, 2026	Lausanne, Switzerland			
October 5 - 8, 2026	Lausanne, Switzerland			
November 23 - 26, 2026	Lausanne, Switzerland			
February 24 - 27, 2026	New York, NY	Columbia Business School	<a href="#">Corporate Governance Program: Developing Exceptional Board Leaders</a>	<ul style="list-style-type: none"> <li>Appreciate value creation via financial statements</li> <li>Harness finance to realize the company's strategy</li> <li>Minimize financial reporting risks as a member of the audit committee</li> <li>Minimize the threat of litigation for the board and the company</li> <li>Incentivize the CEO to create long-term sustainable value as a member of the compensation committee</li> <li>Plan for the succession of the CEO</li> <li>Benchmark against best practices of corporate governance</li> <li>Implement best practices for private and early-stage boards</li> <li>Anticipate and prepare for the next activist challenge</li> <li>Increase the board's visibility into disruptive technologies and business models</li> <li>Leverage diversity and inclusion to create long-term value</li> <li>Board resume workshop</li> <li>Board recruiting and interviewing process</li> </ul>
April 28 - May 1, 2026	New York, NY			
<a href="#">February 2026</a>		UCLA	<a href="#">Board Director</a>	<ul style="list-style-type: none"> <li>Future of corporate governance</li> </ul>

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<b>Phase 1, 2 &amp; 3:</b> February 25, 2026 (welcome) March 4 - April 15, 2026 (Phase 1) April 27 - May 1, 2026 (Phase 2) May 13 - 27, 2026 (Phase 3)	Virtual Virtual Los Angeles, LA Virtual	Anderson Executive Education	<a href="#">Program</a>	<ul style="list-style-type: none"> <li>• Boardroom accountability and strategic decision making</li> <li>• Setting the tone at the top: The board's role in shaping culture</li> <li>• Future Trends: Emerging risks, opportunities, and technologies in the boardroom</li> <li>• Navigating strategic choices: A boards guide to value creation</li> <li>• Strategic management and the board</li> <li>• Managing risk at the board level</li> <li>• Integrate sustainability and ESG into board governance</li> <li>• Increase board proficiency in financial oversight</li> <li>• Executive compensation and success planning</li> <li>• Global leadership and stakeholder engagement</li> <li>• Board leadership and influence</li> </ul>
February 26 - 27, 2026	Austin, TX	University of Texas—School of Law & McCombs School of Business	<a href="#">Director-Executive Summit</a>	<ul style="list-style-type: none"> <li>• From Politics to the boardroom with former United States Senator Bob Kerrey</li> <li>• Joining a controlled company board</li> <li>• Current state of AI</li> <li>• Understanding why good boards make bad decisions: An interactive exercise</li> <li>• Shareholder activism</li> <li>• The evolving landscape of corporate law, redomestication and Texas exchanges</li> <li>• National security and global risk</li> <li>• Global economic trends and corporate strategy</li> <li>• Special committees and conflict management</li> <li>• State of the SEC</li> </ul>
March 2 - 3, 2026 June 10 - 11, 2026 November 20 - 21, 2026	Lausanne, Switzerland Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	<a href="#">Finance for Boards</a>	<ul style="list-style-type: none"> <li>• Explore the main determinants of value creation (operational and financial KPIs and the relevant value drivers)</li> <li>• Review the financials of several companies and make sense of the numbers</li> <li>• Discuss asset-based measures of financial performance (ROIC and/or ROCE) and market-related KPIs, such as PE and PEG ratios</li> <li>• Address cost of capital considerations (including WACC)</li> <li>• Address capital structure and risk appetite</li> <li>• Examine the determinants of capital structure choices</li> </ul>

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> <li>• Review the options available to companies striving to finance a green transition</li> <li>• Understand the key success factors in M&amp;A and learn best-in-class practices</li> </ul>
March 3 - 4, 2026	Scottsdale, AZ	Corporate Board Member	<a href="#">Directors Forum 2026</a>	<ul style="list-style-type: none"> <li>• CEO succession under pressure</li> <li>• Strategic M&amp;A</li> <li>• AI risk without the hype</li> <li>• Compensation strategy in the crosshairs</li> <li>• Governance gaps that get boards in trouble</li> </ul>
March 4 - 5, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Stakeholder Management for Boards</a>	<ul style="list-style-type: none"> <li>• Explore the role of key stakeholders and how to effectively engage with them</li> <li>• Gain a robust understanding of non-market players: The dynamics, risks, opportunities and how to add value</li> <li>• Navigate diverse and often incompatible stakeholder demands while aligning organizational purpose with key performance indicators</li> <li>• Learn how to ask the right questions and identify new opportunities in the nonmarket landscape</li> </ul>
June 8 - 9, 2026	Lausanne, Switzerland			
November 16 - 17, 2026	Lausanne, Switzerland			
March 6 - 7, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Strategy Governance for Boards</a>	<ul style="list-style-type: none"> <li>• Understand the role of boards in strategy formulation and validation, and how it differs from the roles of the management team</li> <li>• Ensure that your leadership is in tune with external changes and develops and delivers a strategy that is relevant for today and tomorrow</li> <li>• Enhance organizational performance by ensuring that board governance mechanisms are aligned with your firm's strategic objectives</li> <li>• Examine case studies of strategy governance failures and learn how to navigate and sidestep common pitfalls</li> </ul>
June 12 - 13, 2026	Lausanne, Switzerland			
September 28 - 29, 2026	Lausanne, Switzerland			
March 9 - 11, 2026	Washington, D.C.	Council of Institutional Investors	<a href="#">CII Spring 2026 Conference</a>	<ul style="list-style-type: none"> <li>• Keynote address by Paul Atkins, Chairman of the U.S. Securities and Exchange Commission</li> <li>• Managing assets in an uncertain world</li> <li>• Governance of AI</li> <li>• European market competitiveness</li> <li>• Rethinking frequency and scope of corporate disclosure</li> </ul>

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				<ul style="list-style-type: none"> <li>• Navigating private equity challenges</li> <li>• Chemical risk in consumer goods: Managing for long-term value</li> <li>• Gathering evidence for the links between engagement/voting and company performance</li> <li>• Preserving shareholder rights amid federal and state challenges</li> <li>• Emerging trends in securities fraud and derivative litigation</li> <li>• Perspectives on workforce directors: opportunities &amp; challenges</li> <li>• A new era of shareholder engagement: evolving strategies amid unprecedented change</li> <li>• Hidden in plain sight: physical risk in asset owners' portfolios</li> <li>• When "accommodations" become obstacles: the hidden risks to investors</li> <li>• Shareholder advocacy committee: stewardship implications for increasing state ownership of public companies</li> </ul>
March 10 – 12, 2026	Manhattanville Campus, NY	Columbia Business School	<a href="#">Leveraging Investor Relations: Unlocking Your Business's Potential</a>	<ul style="list-style-type: none"> <li>• Maximize shareholder value by clearly communicating the company's story and proof points of success to enhance effective investor relations</li> <li>• Align market expectations around the company's strategy, earnings, capital allocation, board compensation, and CEO compensation</li> <li>• Find the right investors for the company by employing corporate storytelling techniques</li> <li>• Manage investor contact points such as conference calls, proxy voting, and road shows</li> </ul>
March 10, 2026 (Virtual Portion) March 16 - 20, 2026 (In Person Portion) September 29, 2026 (Virtual Portion) October 5 - 9, 2026 (In Person Portion)	Virtual Chicago, IL Virtual Chicago, IL	Kellogg School of Management-Executive Education	<a href="#">Governing Family Enterprises</a>	<ul style="list-style-type: none"> <li>• Define the roles and responsibilities of owners, directors, board chairs, the executive team and the family council</li> <li>• Improve the board's effectiveness</li> <li>• Learn about critical governance policies needed to sustain the relationship between the enterprise and the family</li> <li>• Learn how a common vision can unite family owners in a long-term commitment to continuity</li> <li>• Learn how governance can be used to gain trust among family owners, directors and top management</li> <li>• Leverage governance as a key competitive advantage of family business</li> </ul>

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March 11, 2026	New York, NY	PwC– Corporate Insights Center	<a href="#">The Directors' Table</a>	<ul style="list-style-type: none"> <li>Key governance issues</li> <li>Critical trends in corporate governance</li> <li>Explore solutions to board governance problems</li> </ul>
March 12, 2026	New York, NY	PwC– Corporate Insights Center	<a href="#">Committee Peer Exchanges</a>	<ul style="list-style-type: none"> <li>Explore key issues the audit, compensation, and nomination/governance committees face in fulfilling their responsibilities</li> </ul>
March 18 - 20, 2026	New York, NY	Columbia Business School	<a href="#">Strategic Value Creation Program</a>	<ul style="list-style-type: none"> <li>Gain a comprehensive understanding of the entire business value chain by exploring seven key value drivers: Corporate purpose, the product market, human capital, materials and capacity, tech options, funding strategy and capital allocation, and stewardship and risk management</li> <li>Develop the ability to critically assess a company's stated strategy and ensure it is robust and evidence-based</li> <li>Learn to stress test strategic visions with concrete proof points of success</li> <li>Enhance the ability to estimate future business prospects and navigate complex business environments effectively</li> </ul>
March 23 - 27, 2026  June 8 - 12, 2026	Fontainebleau, France  Singapore	INSEAD– Executive Education	<a href="#">Aspiring Directors Programme</a>	<ul style="list-style-type: none"> <li>Understand the main corporate governance systems</li> <li>Main institutions, roles, and processes in corporate governance</li> <li>Understand the different types of directors</li> <li>Board fundamentals: Responsibility and effectiveness</li> <li>Board dynamics and efficiency</li> <li>Board structure and the role of committees</li> <li>Finance literacy for directors</li> <li>Understand the job market for board directors</li> <li>New challenges for directors: Diversity, sustainability, and digital</li> </ul>
April 6 - 10, 2026	Fontainebleau, France	INSEAD– Executive Education	<a href="#">Value Creation for Owners and Directors</a>	<ul style="list-style-type: none"> <li>Ownership and director challenges</li> <li>Leadership dynamics</li> <li>Value creation for owners, directors and managers</li> <li>Managing risk and coping with disruption</li> <li>Strategic options for growth</li> </ul>

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				<ul style="list-style-type: none"> <li>• How to evaluate your value creation strategy</li> </ul>
April 7 - 10, 2026	Philadelphia, PA	The Wharton School of the University of Pennsylvania—Executive Education	<a href="#">Corporate Governance: Essentials for a New Business Era</a>	<ul style="list-style-type: none"> <li>• Overview of board structure, committees and emerging best practices</li> <li>• Enterprise challenges and risks including climate change, job displacement, global trade, disease, epidemics, and social responsibility</li> <li>• Characteristics of successful board leaders</li> <li>• Management oversight</li> <li>• How to build diversity, equity, and inclusion in the boardroom</li> <li>• Leading boards through legal issues and other crises</li> <li>• Succession planning</li> <li>• Bringing environmental and social issues into the boardroom</li> <li>• Designing political and social strategies</li> <li>• Shareholder activism</li> </ul>
April 27 - 28, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Team Dynamics for Boards</a>	<ul style="list-style-type: none"> <li>• Understand the formal behavior dictated to board members by governance frameworks compared to the informal dynamics of a team</li> <li>• Explore unconscious assumptions and hidden motivations that can derail board work</li> <li>• Find the right balance for your board between supporting and challenging the CEO and executive team</li> <li>• Gain insights into your board's team dynamics and the behaviors required to improve team effectiveness</li> </ul>
November 18 - 19, 2026	Lausanne, Switzerland			
April 29 - May 2, 2026	Boston, MA	Harvard Business School—Executive Education	<a href="#">Preparing to Be a Corporate Director</a>	<ul style="list-style-type: none"> <li>• Examine the fundamentals of corporate governance and prepare to confidently assume the role of a board director</li> <li>• Understand key legal responsibilities and fiduciary duties</li> <li>• Add value to an organization as you oversee its leadership and strategic direction</li> <li>• Balance shareholder demands with those of other stakeholders in driving long-term performance</li> <li>• Evaluate opportunities and perform due diligence before joining a board</li> <li>• Develop a personal strategy for integrating board service into a director's career or retirement</li> </ul>
September 30 - October 3, 2026	Boston, MA			

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April 29 - 30, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Digital and AI Transformation for Boards</a>	<ul style="list-style-type: none"> <li>Understand the potential impact of digital technologies on your company's performance</li> <li>Examine what it takes to become a digital and AI-savvy director</li> <li>Understand how to leverage opportunities, manage digital risks and address the ethical implications of digital and AI technologies</li> <li>Identify the right questions, challenge assumptions, and make informed decisions to ensure the board drives sustainable growth and resilience</li> </ul>
October 2 - 3, 2026	Lausanne, Switzerland			
May 1 - 2, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Boards and Risks</a>	<ul style="list-style-type: none"> <li>Identify and assess your organization's risks</li> <li>Analyze how strategic risk can be assessed and managed</li> <li>Gain techniques for setting risk appetite</li> <li>Assess the risk behaviors of the board and management</li> <li>Evaluate the positive and negative implications of risks</li> </ul>
September 30 - October 1, 2026	Lausanne, Switzerland			
May 4 - 7, 2026	Barcelona, Spain	Harvard Business School—Executive Education	<a href="#">Value Creation Through Effective Boards   Executive Education</a>	<ul style="list-style-type: none"> <li>Deepen your understanding of board member responsibilities and optimize your board's design</li> <li>Support risk and crisis management while enabling transparency and accountability</li> <li>Explore the characteristics of entrepreneurial and intrapreneurial boards</li> <li>Learn how corporate governance varies in different regions</li> <li>Foster diverse, effective boards and develop tools for monitoring, measuring, and improving board performance</li> </ul>
May 11 - May 15, 2026	Philadelphia, PA	Wharton Aresty Institute of Executive Education	<a href="#">Effective Decision Making: Thinking Critically and Rationally</a>	<ul style="list-style-type: none"> <li>Rule-based decision making</li> <li>Combining opinions</li> <li>Thinking ethically</li> <li>Judgement and decision making: The logic of chance</li> <li>Trust and Cooperation</li> <li>Power of negative thinking</li> <li>Decision hygiene</li> <li>The role of data in decision making</li> <li>Group decision making</li> </ul>

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May 11 - 14, 2026	Fontainebleau, France	INSEAD—Executive Education	<a href="#">Women Leaders Programme</a>	<ul style="list-style-type: none"> <li>• How to lead in an uncertain world</li> <li>• Developing voice and driving career success</li> <li>• Drive personal and professional change</li> </ul>
May 25 - 27, 2026	Fontainebleau, France	INSEAD—Executive Education	<a href="#">Crisis Management for Boards</a>	<ul style="list-style-type: none"> <li>• Crisis types</li> <li>• Economy and environment</li> <li>• Social movements and politics</li> <li>• Internally generated crises</li> <li>• Crisis decision making</li> </ul>
May 26 - 27, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Driving Sustainability from the Boardroom-ESG Board Program</a>	<ul style="list-style-type: none"> <li>• Be ready to lead conversations and ask the right questions in and out of the boardroom by acquiring full ESG literacy</li> <li>• Identify and leverage ESG opportunities for the company's long-term success and reputation</li> <li>• How ESG expands fiduciary duties and accountability</li> <li>• How to handle difficult ESG conversations and respond to ESG crises</li> </ul>
November 10 - 11, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Driving Sustainability from the Boardroom-ESG Board Program</a>	<ul style="list-style-type: none"> <li>• Be ready to lead conversations and ask the right questions in and out of the boardroom by acquiring full ESG literacy</li> <li>• Identify and leverage ESG opportunities for the company's long-term success and reputation</li> <li>• How ESG expands fiduciary duties and accountability</li> <li>• How to handle difficult ESG conversations and respond to ESG crises</li> </ul>
May 28 - 29, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Women on Boards</a>	<ul style="list-style-type: none"> <li>• Prepare for a board role: Refine your leadership brand and get personalized feedback on how to strategically position yourself as a compelling candidate</li> <li>• Explore board-related dynamics: Understand the unique gymnastics of the boardroom environment, and how to navigate gender-based biases and expectations with confidence</li> <li>• Harness your power on boards: Find your unique voice and value. Learn how to confidently articulate your worth in boardroom discussions, and influence decisions with charisma, clarity, and impact</li> <li>• Benefit from follow-up support: Create an action plan for success with the guidance of your personal mentor to prepare you for your next board position, and gain exposure to a leading executive search firm for board positions</li> </ul>
September 24 - 25, 2026	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Women on Boards</a>	<ul style="list-style-type: none"> <li>• Prepare for a board role: Refine your leadership brand and get personalized feedback on how to strategically position yourself as a compelling candidate</li> <li>• Explore board-related dynamics: Understand the unique gymnastics of the boardroom environment, and how to navigate gender-based biases and expectations with confidence</li> <li>• Harness your power on boards: Find your unique voice and value. Learn how to confidently articulate your worth in boardroom discussions, and influence decisions with charisma, clarity, and impact</li> <li>• Benefit from follow-up support: Create an action plan for success with the guidance of your personal mentor to prepare you for your next board position, and gain exposure to a leading executive search firm for board positions</li> </ul>
June 1 - 4, 2026	Chicago, IL	Kellogg School of Management—	<a href="#">Corporate Governance: Effectiveness</a>	<ul style="list-style-type: none"> <li>• Different models of governance</li> <li>• Board and committee responsibilities</li> <li>• The board's role in a crisis</li> </ul>

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November 2 - 5, 2025	Chicago, IL	Executive Education	<a href="#">and Accountability in the Boardroom</a>	<ul style="list-style-type: none"> <li>Executive compensation issues and trends</li> <li>Audit committee issues</li> <li>Recruiting new board members</li> <li>Legal issues</li> <li>Activist investors</li> <li>Cybersecurity</li> </ul>
June 2 - 5, 2026	Philadelphia, PA	The Wharton School of the University of Pennsylvania-Executive Education	<a href="#">Women on Boards: Building Exceptional Leaders</a>	<ul style="list-style-type: none"> <li>Board structure and process</li> <li>Compensation: Assessing equity with analytics</li> <li>Managing social and political risk</li> <li>Board succession strategies: Preparing for the future</li> <li>Building and managing your personal brand</li> <li>Leading in times of uncertainty</li> </ul>
June 3 - 5, 2026	Fontainebleau, France	INSEAD-Executive Education	<a href="#">Leading from the Chair</a>	<ul style="list-style-type: none"> <li>Achieve deeper understanding of how board and chair roles are changing – and exchange best practices with international peers</li> <li>Improve your ability to organize and conduct effective meetings</li> <li>Acquire tools for coaching and developing the CEO and senior executives</li> <li>Enhance your ability to challenge executives and board members through positive exchanges on the key issues that underpin corporate performance</li> <li>Become better able to address pressures when facing a crisis</li> </ul>
June 4 - 5, 2026	Lausanne, Switzerland	IMD-International Institute for Management Development	<a href="#">Role of the Chair</a>	<ul style="list-style-type: none"> <li>How to foster a productive chair-CEO relationship, to support and serve as a sounding board</li> <li>Balance the chair's independent role of challenge and support with the CEO</li> <li>Best practices for setting the board agenda</li> <li>Linking the board and management</li> <li>Effective board and committee operations</li> </ul>
November 12 - 13, 2026	Lausanne, Switzerland			
June 15 - 19, 2026	Fontainebleau,	INSEAD-Executive Education	<a href="#">Corporate Strategy for Board Members</a>	<ul style="list-style-type: none"> <li>Profit dynamics in industries and industrial ecosystems</li> <li>How to construct a competitive advantage</li> <li>Substitution, disruption, and digitization: How to anticipate the opportunities of substitution and disruption</li> <li>Platforms and ecosystems: Building critical mass – answering</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
	France			<p>questions related to creating and winning in ecosystems</p> <ul style="list-style-type: none"> <li>• The changing nature of the business environment</li> <li>• The influence of the organization on strategy and on its environment</li> <li>• Strategy making in an emerging digital world</li> <li>• Strategy as process: Exploring how the board can ensure that a well-structured process is in place</li> </ul>
June 22 - 24, 2026	Stanford, California	Stanford Law School	<a href="#">31st Annual Stanford Directors' College 2026</a>	<ul style="list-style-type: none"> <li>• Artificial intelligence</li> <li>• Challenges posed by activist investors</li> <li>• Boardroom dynamics</li> <li>• CEO succession</li> <li>• Techniques for controlling legal liability</li> <li>• The state of the macroeconomy</li> <li>• The politicalization of the corporation</li> </ul>
July 7 - 10, 2026	Nashville, TN	Society for Corporate Governance	<a href="#">Society for Corporate Governance 2026 National Conference</a>	<ul style="list-style-type: none"> <li>• Connect, communicate, and collaborate with peers and colleagues in the governance industry</li> <li>• More than 40 topics presented in plenary and breakout sessions, with an exhibit hall for attendees to seek services, products, and solutions</li> </ul>
July 15 - 18, 2026	Boston, MA	Harvard Business School—Executive Education	<a href="#">Making Corporate Boards More Effective</a>	<ul style="list-style-type: none"> <li>• Make the most of each board member's time, knowledge and experience</li> <li>• Contribute more meaningfully to corporate oversight and risk mitigation</li> <li>• Develop a more effective board structure, composition, and set of internal processes</li> <li>• Cultivate positive, trusting relationships within the board and with the management team</li> </ul>
October 21 - 24, 2026	Boston, MA			
July 15 - November 13, 2026	Blended Program – Virtual & In-Person  <i>*In-Person - Ann Arbor, MI</i>	Ross School of Business, University of Michigan	<a href="#">Board Director Program - Michigan Ross</a>	<ul style="list-style-type: none"> <li>• Understand corporate governance principles: Develop a deep understanding of governance structures, fiduciary duties, and the roles of board members in ensuring organizational accountability.</li> <li>• Enhance strategic leadership skills: Learn to oversee corporate strategy, balance short-term performance with long-term growth, and navigate complex decision-making scenarios.</li> <li>• Develop financial acumen: Gain proficiency in interpreting financial</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<p>statements, evaluating key performance indicators, and assessing financial risks.</p> <ul style="list-style-type: none"> <li>• Strengthen risk oversight capabilities: Identify and mitigate operational, financial, and compliance risks while understanding the impact of emerging financial technologies.</li> <li>• Leverage digital transformation and AI: Understand the role of emerging technologies, cybersecurity threats, and data privacy regulations in corporate strategy and governance.</li> <li>• Foster boardroom effectiveness: Enhance communication, improve decision-making processes, and implement best practices for high-performing boards.</li> <li>• Succession planning: Learn how to build diverse board cultures, implement succession planning strategies, and foster inclusive leadership.</li> </ul>
July 19 - 21, 2026  October 28 - 30, 2026	Boston, MA	Harvard Business School—Executive Education	<a href="#">Audit Committees in a New Era of Governance</a>	<ul style="list-style-type: none"> <li>• Leverage strong internal controls to promote growth</li> <li>• Strategic financial reporting</li> <li>• Audit committee processes and relationships with stakeholders</li> <li>• Transparency and investor communication</li> <li>• Build a strong risk management infrastructure</li> <li>• Measure performance of ethics and compliance</li> </ul>
July 22 - 24, 2026  October 25 -27, 2026	Boston, MA	Harvard Business School—Executive Education	<a href="#">Compensation Committees: New Challenges, New Solutions</a>	<ul style="list-style-type: none"> <li>• Examine critical market and regulatory issues impacting executive compensation</li> <li>• Develop practices linking executive rewards to corporate goals</li> <li>• Effectively assess the value created by the CEO and management team</li> <li>• Analyze how compensation structures affect corporate culture</li> <li>• Create and implement compensation committee processes that effectively consider all players and representatives involved</li> </ul>
September 29 - 30, 2026	New York, NY	Corporate Board Member	<a href="#">Annual Boardroom Summit &amp; Peer Exchange</a>	<ul style="list-style-type: none"> <li>• Stay ahead of AI risks, new regulations and cybersecurity expectations</li> <li>• Build a board that can evolve with the business</li> <li>• Navigate incentive design, pay vs. performance and culture strategy</li> <li>• Shape board dynamics and long-term strategy</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
September 30 - October 2, 2026	Boston, MA	Council of Institutional Investors	<a href="#">CII Fall 2026 Conference</a>	<ul style="list-style-type: none"> <li>Topics TBA</li> </ul>
October 19 - 23, 2026 <i>Private board cohort &amp; Public board cohort options available</i>	Stanford, CA	Stanford Business School—Executive Education	<a href="#">Directors' Consortium</a>	<ul style="list-style-type: none"> <li>Financial reporting, compensation, and fiduciary duties</li> <li>Governance and liability risk</li> <li>CEO succession and executive compensation</li> <li>Board oversight and executive compensation</li> <li>Mergers and acquisitions</li> <li>ESG, stakeholder activism, and cybersecurity</li> <li>Post Covid-19 work management</li> <li>Team building and group dynamics</li> </ul>
November 30 - December 4, 2026	Boston, MA	Harvard Business School—Executive Education	<a href="#">Women on Boards: Succeeding as a Corporate Director</a>	<ul style="list-style-type: none"> <li>Explore the legal and regulatory environments affecting boards</li> <li>Learn how to match your skills and talents to the board's specific needs</li> <li>Understand the politics and avoid the pitfalls of corporate networks</li> <li>Implement best practices of today's high functioning boards</li> <li>Recognize the gender lens – how women are perceived in the boardroom</li> <li>Disrupt the established lines of succession and how to become the winning candidate</li> </ul>
March 8 - 10, 2027	Washington, D.C.	Council of Institutional Investors	<a href="#">CII Spring 2027 Conference</a>	<ul style="list-style-type: none"> <li>Topics TBA</li> </ul>
July 6 - July 9, 2027	San Diego, CA	Society for Corporate Governance	<a href="#">Society for Corporate Governance 2027 National Conference</a>	<ul style="list-style-type: none"> <li>Connect, communicate, and collaborate with peers and colleagues in the governance industry</li> <li>More than 40 topics presented in plenary and breakout sessions, with an exhibit hall for attendees to seek services, products, and solutions</li> <li>CLE is provided for all sessions</li> </ul>
September 15 – 17, 2027	Denver, CO	Council of Institutional	<a href="#">CII Fall 2027 Conference</a>	<ul style="list-style-type: none"> <li>Topics TBA</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
		Investors		
June 28 - July 1, 2028	Atlanta, GA	Society for Corporate Governance	<a href="#">Society for Corporate National Governance 2028 National Conference</a>	<ul style="list-style-type: none"> <li>• Connect, communicate, and collaborate with peers and colleagues in the governance industry</li> <li>• More than 40 topics presented in plenary and breakout sessions, with an exhibit hall for attendees to seek services, products, and solutions</li> <li>• CLE is provided for all sessions</li> </ul>
On your own schedule/Multiple Dates	Virtual	50/50 Women on Boards	<a href="#">50/50 Women on Boards Workshops</a>	<p>Virtual and interactive workshops with high-performing corporate directors and experienced faculty. Topics include:</p> <ul style="list-style-type: none"> <li>• Board fundamentals: What it takes to serve on a board and how to develop a roadmap to achieve your board goals</li> <li>• Get on board: Showcase your skills and expertise with a strategically crafted board profile</li> <li>• Branding for boards: Optimize your professional brand and LinkedIn profile</li> <li>• Workshops for corporate groups: Bring career and board pursuit success to your corporation and invest in the growth and advancement of your female employees and clients</li> <li>• Networking hub: Connect with a wide network of alumni, faculty, and corporate directors</li> </ul>
Events throughout the year; Invitation only	In-person and virtual	G100	<a href="#">G100 BoardExcellence</a>	<ul style="list-style-type: none"> <li>• G100 provides directors with a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">The Art of Directorship: Strategy &amp; Long-Term Value Creation</a>	<ul style="list-style-type: none"> <li>• Guidelines on how frequently strategy should be discussed among company leaders and the board</li> <li>• Examples of metrics and other information that directors should consider in order to facilitate the effective oversight of strategy by their board</li> <li>• How to apply leading practices, which contribute to an organization's long-term value, in the selection of board members and the CEO</li> <li>• How to evaluate whether a board is effectively overseeing its organization's strategy and stewarding the creation of long-term value</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> <li>Effective questions to ask as a director in order to provide well-grounded input on strategy</li> <li>The difference between board practices that facilitate and hinder the alignment of an organization's short-term and long-term strategies</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">The Art of Directorship: Adaptive Governance</a>	<ul style="list-style-type: none"> <li>Four practices that characterize the exercise of adaptive governance by a board of directors</li> <li>Characteristics that tend to distinguish disruptive risks from more routine risks faced by organizations</li> <li>Types of risk often considered to be disruptive</li> <li>Common phrases used to categorize types of potentially disruptive risks</li> <li>Strategies and practices that are likely to help a board more successfully confront and adapt to disruptive risks and their effects</li> <li>The four elements of a risk-management framework</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">The Art of Directorship: CEO Succession</a>	<ul style="list-style-type: none"> <li>NACD's guidelines for boards on when it is appropriate to discuss CEO succession planning among company leaders and the board</li> <li>Ways to facilitate CEO succession planning discussions among the board</li> <li>Opportunities for the board and company leaders to consider CEO succession in the context of company strategy</li> <li>Risks in the CEO succession process</li> <li>The intangible leadership qualities which NACD recommends boards assess in CEO candidates</li> <li>Recommended strategies for a successful CEO transition</li> <li>Differentiate between financial and nonfinancial metrics that may be used to set CEO compensation</li> <li>Recommendations for how directors can position a new CEO for success</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Director Proficiency: Financial Oversight</a>	<ul style="list-style-type: none"> <li>Learn why every director is expected to know the financial basics as a legal and practical matter and how that knowledge provides an opportunity</li> <li>Cement your understanding of balance sheets, income statements, and cash flow statements, and learn how to begin analyzing them in your role as a director</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> <li>Primer on how to apply what you learn from the financial statements in the boardroom, with an emphasis on four areas: Asset management, profitability, cash flow management, and raising capital</li> <li>Basic financial issues of high concern for publicly traded companies (or companies about to go public)</li> <li>A glimpse ahead into more advanced matters of corporate finance and the role of auditors and the board's audit committee</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Directorship Essentials: Risk Oversight</a>	<ul style="list-style-type: none"> <li>Distinguish the role of directors from the role of management in an organization's management and oversight of risk</li> <li>Identify practices for delivering effective board oversight of risk and identify how to apply several of those practices in common situations</li> <li>Name the role that each standing board committee (i.e., audit, compensation, nominating/governance) fulfills in delivering risk oversight</li> <li>Choose effective questions to ask as a director to facilitate effective risk oversight by your board</li> <li>Identify situations that may indicate whether an organization's board should improve its risk oversight</li> <li>Define the terms "risk appetite" and "risk profile"</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Directorship Essentials: Compliance and Ethics</a>	<ul style="list-style-type: none"> <li>Identify examples of a director's appropriate role in an organization's compliance and ethics program</li> <li>Distinguish between poor and leading practices for effective oversight of an organization's compliance and ethics program</li> <li>Identify the typical elements of an effective corporate compliance and ethics program</li> <li>Recall laws and regulations that serve as frameworks for compliance and ethics programs, regardless of industry</li> <li>Identify acts that are considered misconduct by board members and executives</li> <li>Identify risks that emerge for organizations when their compliance and ethics program falters</li> </ul>
On your own schedule	Virtual	National Association of Corporate	<a href="#">Cyber-Risk Oversight</a>	<ul style="list-style-type: none"> <li>Overview of cybersecurity leadership</li> <li>Effective cybersecurity structure and operations</li> </ul>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
		Directors (NACD)	<a href="#">Certificate</a>	<ul style="list-style-type: none"> <li>• Cybersecurity oversight for directors</li> <li>• Emerging Topics: AI and machine learning, 5G, new frameworks, cloud applications and security, supply chain risk and quantum computing</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Governing Into the Future</a>	<ul style="list-style-type: none"> <li>• A framework for governing into the future</li> <li>• Audit committee blueprint</li> <li>• Compensation committee blueprint</li> <li>• Nominating and governance committee blueprint</li> <li>• Risk committee blueprint</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Introduction to Directorship</a>	<ul style="list-style-type: none"> <li>• Strategy from a board perspective</li> <li>• Fiduciary duties of corporate boards</li> <li>• The Board's operating model</li> <li>• Roles and responsibilities of the board member</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Additional Information on AI and Governance</a>	<p>The provided link includes a handful of articles on the following AI topics:</p> <ul style="list-style-type: none"> <li>• Technology leadership in the boardroom</li> <li>• Tuning corporate governance for AI adoption</li> <li>• The Board's playbook for navigating AI policy</li> <li>• The Board's role in artificial intelligence</li> <li>• What audit committees should know about artificial intelligence</li> <li>• Unlocking the power of artificial intelligence</li> <li>• Seeking ROI on GenAI</li> <li>• Board oversight of dynamic workplaces undergoing AI transformation</li> <li>• Artificial intelligence: The new frontier for board oversight</li> </ul>
On your own schedule	Virtual	Korn Ferry	<a href="#">Webinars</a>	<ul style="list-style-type: none"> <li>• Korn Ferry's on-demand webinars feature thought leadership and industry insights on a variety of topics including diversity, equity &amp; inclusion, ESG &amp; sustainability, workforce transformation and talent management</li> </ul>
On your own	Virtual	Silicon Valley Directors	<a href="#">Webinars</a>	Recordings of past webinar events are available as a free resource. Recent webinar topics include:

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
schedule		Exchange		<ul style="list-style-type: none"> <li>• Governance on the edge: Hot topics &amp; hard questions for 2026</li> <li>• The 3AM call: Is your board ready for the next cyber crisis?</li> <li>• Merger or Mirage? What boards need to know now</li> <li>• The tangled web of international trade: Current status of tariffs and the global supply chain</li> <li>• Board director liability and trends in D&amp;O</li> <li>• Hitching your wagon to the AI star: A strategic guide for board directors on AI risk &amp; reward</li> </ul>
On your own schedule	Virtual	KPMG	<a href="#">KPMG Board Leadership Center Webcast</a>	<p>Recordings of past webcast events are available as a free resource. Recent topics include:</p> <ul style="list-style-type: none"> <li>• Geopolitics meets AI: Implications for board oversight</li> <li>• Lessons from the 2025 proxy season</li> <li>• State of AI: A boardroom perspective</li> <li>• A boardroom lens on generative AI</li> </ul>
On your own schedule	Podcasts	KPMG	<a href="#">KPMG Board Insights Podcast Series</a>	<ul style="list-style-type: none"> <li>• Trends and takeaways from the 2025 proxy season</li> <li>• Fool me once: A discussion with author and forensic accounting expert Kelly Richmond Pope</li> <li>• Climate on the board agenda</li> <li>• Sustainability</li> </ul>
On your own schedule	Virtual	Deloitte Dbriefs Webcast	<a href="#">Dbriefs Webcast</a>	<p>Webcasts are archived for 180 days after the live broadcast. Available “Dbrief” webcasts include:</p> <ul style="list-style-type: none"> <li>• Navigating global trade compliance</li> <li>• What’s trending on private company board agendas for 2025?</li> </ul>
On your own schedule	Virtual	Private Directors Association	<a href="#">Private Equity Portfolio Company Governance Course</a>	<ul style="list-style-type: none"> <li>• Insights on the changing competitive environment for private equity companies</li> <li>• Updates on fresh thinking about private equity company board composition</li> <li>• Overview of fiduciary responsibilities</li> <li>• Introduction to private equity imperatives and operations</li> <li>• Primer on private equity finance</li> <li>• Guide to boardroom behaviors</li> </ul>

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Virtual	Private Directors Association	<a href="#">ESOP Governance Essentials Course</a>	<ul style="list-style-type: none"> <li>Describe what an ESOP is and outline the various ways this company structure can benefit a company and its employees</li> <li>Discuss why ESOPs have been adopted by a growing number of companies in the US</li> <li>Describe ESOP oversight by the Department of Labor and the implications of this for ESOP boards and trustees</li> <li>Compare the similarities and differences between board oversight of ESOP boards versus public company and private company boards</li> <li>Demonstrate awareness of the cultural and relationship skills needed to work effectively with internal and external stakeholders</li> <li>Accurately assess whether or not their soft skills are likely to make them a good match for an ESOP board</li> <li>Outline the role of an ESOP trustee and clarify how the trustee role differs from the independent director and executive management roles</li> <li>Discuss the board's oversight role in the financial management of ESOP-owned companies, including: A review of the company stock valuations, responding to acquisition offers, capital allocation/sustainability issues, and managing stock repurchase obligations</li> <li>Appreciate the level of financial knowledge necessary for any director to contribute usefully to ESOP board business and be capable of assessing their skills against these criteria</li> <li>Describe how and why boards of ESOPs retain various independent professional advisors who work with ESOPs</li> <li>Describe why an independent director might find ESOP board work fulfilling and worthwhile or frustrating and perplexing</li> </ul>
On your own schedule	Podcasts	Private Directors Association	<a href="#">Shine: Governance Illuminated Podcast</a>	<ul style="list-style-type: none"> <li>In this series of 15-20-minute podcasts, Private Directors Association members—owners, executives, independent directors and service providers—share their passion for governance based on healthy accountability, respect for process and collaborative behavior</li> </ul>
On your own schedule	Podcasts	Private Directors Association	<a href="#">ESG Insights Podcast</a>	<p>In this podcast series you will hear leading private company directors explore new options and imperatives with a long-time expert in corporate integrity practices. Past podcasts include:</p>

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"><li>• Governance changes in an interconnected world</li><li>• ESG and new models for private company governance</li><li>• ESG and the convergence of politics and business</li></ul>